

Erin Morton: I think oftentimes with community work, it grows from a small program and then it kind of rises in prominence and eventually 10, 15 years down the road, someone in the C-suite hears about it. I think we were really fortunate that our president and CEO has said from day one, when he arrived to lead Jefferson, that he felt a responsibility towards our communities and wanted to make sure that our health system first was strong enough and stable enough to be able to meet the challenge, and then when that moment came, I think it really hit for the institution in 2017. He said, "I'm tying my compensation to this. I'm tying my metrics to this. I'm having my board hold me accountable for this group of people that we're serving that aren't necessarily tied to us." We are committed to measuring health outcomes and monitoring progress there, but we're also now really looking at whether people are thriving or not, and how they're moving from suffering, struggling to thriving.